

# The Moderating Effect of Leadership on the Relationship Between Workload and Work Stress: Empirical Evidence from a Public Hospital

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**Abstract.** Hospitals are organizations in the health sector that offer high quality public health services with the best resource support. Nurses are an integral part of healthcare professionals, who are critical to the achievement of hospital goals. This study investigates the moderating effect of leadership on the relationship between workload and work stress among nurses in a public hospital. Drawing on a sample of 140 nurses, the study employs structural equation modeling (SEM) with partial least squares (PLS) to test the hypothesized relationships. The results indicate that workload has a significant positive influence on work stress, and that leadership moderates this relationship. Specifically, effective leadership behaviors can mitigate the negative impact of high workload on nurse stress levels. The findings highlight the crucial role of nurse leaders in creating a supportive work environment and managing job demands. The study contributes to the literature by providing new insights into the complex interplay between workload, leadership, and stress in the nursing context. Practical implications for hospital management and nurse well-being are discussed

**Keywords:** Leadership, Work Stress, Workload, Hospital

## 1. Introduction

Hospitals play an important role in the health sector by offering health services to local communities. Hospitals need high-quality resources, including human resources to improve hospital performance (Safitri, 2019). To inspire workers to give their best efforts and consider themselves happy with the work they do, organizations must also support their strengths and desires as human resources. Each job has certain requirements, such as interacting with colleagues and subordinates, complying with agency regulations and procedures, achieving performance goals, and withstanding less than ideal working conditions (Kurniawan, 2023).

Hospitals are organizations in the health sector that offer high quality public health services with the best resource support. Nurses are an integral part of healthcare professionals, who are essential to the achievement of hospital goals. Good health services depend to a large extent on nurses, and the quality of such services can only be improved by the professionalism and ability of nurses to work quickly, precisely and with discipline. However, nurses face a number of challenges, including increased workload and responsibilities, which can impact their general well-being and working conditions (Faeni, 2023).

Assignment of multiple tasks and responsibilities by hospitals may lead to lower performance due to increased workload. These skill-based demands can lead to stress and burnout, which decreases work output. Nurse performance can decrease as a result of work stress caused by this heavy workload (Maharani, 2019). Job characteristics that are not appropriate to individual characteristics will result in decreased performance. The less than optimal performance of nurses is influenced by the existence of some nurses who only work when assigned by their superiors, do not complete the work independently or creatively, accurately and quickly, there are still nurses who are lazy at work and employees who lack interest. the tasks given make employees not interested in the work they do (Dinsar & Nur, 2023).

Workload is important because it affects performance. High levels of knowledge, high work pace, and excessive amounts of work can all contribute to excessive workload and create tension and stress in the workplace. Task requirements, workplace structure, and work atmosphere all contribute to workload. When it comes to health workers, including doctors, paramedics and support staff, nurses have the most work. These burdens are related to things such as patient care procedures, extended working hours, and uncertainty about working hours. Nurses often have to make important decisions quickly when handling difficult tasks (Kokoroko, 2019).

The term "workload" describes the perceived relationship between an employee's abilities and the resources required to carry out their job responsibilities. As defined by Ridhayanti (2022) and Swiger et al. (2016), "time" refers to time, labour required to complete tasks related to patient and non-patient care is referred to as nurse work. High workload contributes significantly to work stress in nurses, which can result in low performance. Risks associated with workload include intestinal disease, decreased work performance, and lack of enthusiasm (Bani-Hani & Hamdan-Mansour, 2021). Work stress can reduce motivation at work, increase feelings of laziness at work, and increase accidents at work. Work stress can be overcome by maintaining and increasing human resources (Ahmad, 2023).

People who individuals have the ability to influence others in the group. are called leaders or individual to achieve a goal. Good leadership is a leader who can make the right decisions, can provide motivation, good communication, and good attitudes and behavior. A leader who shows good leadership can motivate subordinates to follow in the leader's footsteps and improve employee performance (Widodo, 2020). Leadership is very important for the quality of employees and the organization's capacity to change. Leadership deals with the dynamics between superiors and subordinates and directs them to fulfill organizational goals. The success of an organization depends on its leadership (Mohammad, 2022). Research conducted by Hotmarina (2023) found a strong relationship between workload, organizational culture, and the art of leadership on nurses' work stress. Based on this, this research will discuss the study examines this is a study that looks at how a nurse's workload impacts work stress in the hospital. emphasizes how leadership style affects this effect.

## **2. Review Of Literature**

### **2.1. Leadership**

Leading means providing guidance, inspiration, and encouragement to people or groups to help them achieve specific goals. Leadership requires abilities such as building strong relationships, solid decision-making, encouragement, and effective communication (Yuan, 2023). A leader who practices transformational leadership inspires their team members to achieve higher levels of performance by promoting moral principles, values, and creative thinking (Hu, 2023). Transformational leadership requires reconstructing and reorganizing a system to produce heterogeneous circumstances. transformational leadership encourages team members to connect with the vision and values of the organization through modeling, encouragement, and inspiration will increase employee morale characteristics of transformational leaders are making decisions, initiating change, and encouraging creativity and critical thinking, increasing involvement and showing commitment to goal achievement, encouraging proactive involvement in decision making, innovative problem solving, and expanding prospects (Thomsen, 2016).

A leader must have a deep emotional connection with their followers, a flexible leadership style, and excellent communication and management skills to achieve their goals (aboramadan, 2020). Transactional leadership is a leadership style in which managers use rewards, incentives, or fairness to influence subordinates' behavior toward goals. This strategy focuses on the application of transactional leadership, where workers are compensated and motivated for desired outcomes. (Mwesigna, 2020)

The laissez-faire leadership style provides little direction to team members so that they can concentrate on other initiatives. Managers who have independent, skilled, experienced, trained, and productive team members can use this approach (Suaidy, 2023). Laissez-faire leadership is defined by putting faith in the abilities and independence of team members, offering help only when needed, and letting them figure out how to achieve goals. Teams with high levels of knowledge, strong intrinsic drive, and self-reliance will benefit greatly from this model. By acting as a resource and source of encouragement, team leaders help individuals grow in their capacity to take responsibility, create things, and be creative (Nisa, 2024).

### **2.2. Work Stress**

Stress is a physical and mental reaction that a person experiences when they feel pressured in certain circumstances (Safitri, 2019). These circumstances can be pressures, demands, or challenges that are considered greater than a person's ability to adjust or respond properly. Many factors cause stress, such as work, interpersonal interactions, financial problems, life transitions, or even catastrophic experiences (Siahaan, 2019). Pressure at work can affect a person's physical and psychological imbalance, which can then affect emotional instability, disturbances in thought processes, and unstable individual conditions (Permatasari, 2018).

### **2.3. Workload**

Workload describes the number and type of tasks, obligations, or projects that a person must complete while working in the workplace (Nanda, 2019). Workload consists of important work-related tasks that must be completed (Soeltan, 2020). Within a company, workload refers to stress that affects the emotional state of workers, resulting in poorer performance, productivity, and morale. As workers are unable to work together, this can be detrimental to the company as it will make it harder to achieve goals. Negative elements that can lower morale and productivity include stress, conflict, and workload (Amalia, 2021).

## **3. Method**

This research uses quantitative methods, the research location is at the Bandung Muhammadiyah Hospital which is located at Jl. KH Ahmad Dahlan No.53, Turangga, Kec. Lengkong, Bandung City,

West Java. The research was conducted from August to November 2023. This research uses the SEM-PLS analysis method. Structural Equation Modeling (SEM) is classified as a multivariate analysis that is useful for determining the linear relationship between latent variables and observational variables (Sholiha & Salamah, 2015). Meanwhile, Partial Least Square (PLS) is an analysis method that does not only depend on the measurement scale (Wold, 2013).

Data analysis was processed using SmartPLS software. Information was collected through data collection tools, most surveys using a Likert scale. Likert scale questionnaires provided five alternative answers. Non-probability sampling was used using a sample of all nurses. The focus of this study is to analyze the experience of nurses working in hospitals. taken in this study were 140 respondents. The independent variable in this study is workload, the dependent variable is work stress and leadership as a moderating variable. Figure 1 summarises a broad approach to understanding the complex dynamics of human behaviour and conduct is the conceptual foundation of this research.

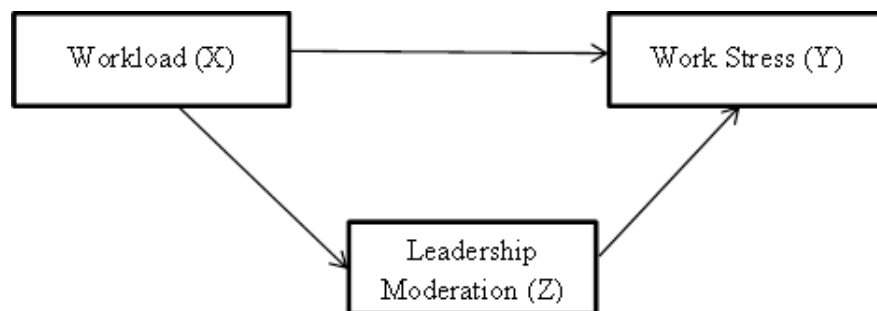


Fig. 1: Conceptual Framework

## 4. Results and Discussion

### 4.1. Results

#### Measurement Model (Outer Model)

The influence of endogenous and exogenous variables is affected by the outer model with loading factors and AVE. Next, reliability was tested using composite reliability and Cornbach alpha (Surya, et al., 2020).

#### Convergent validity

Validity is useful for seeing whether constructs have a high correlation or not. If the loading factor and AVE values of a structure are greater than 0.7 and less than 0.5, then the structure is invalid (Ghozali & Latan, 2015). Table 1 shows the loading factor and AVE values.

Table 1. Model Outer Loading

Variabel	Inquiry	Indicator	Loading Factor	AVE
Workload	X1	1. The work given to me is too heavy	0.791	0.597
	X2	2. I have too much work to do	0.786	
	X3	3. Too many demands from the patient's family	0.792	
	X4	4. I'm bored of observing patients every hour	0.803	
	X5	5. I am required to be able to make decisions quickly and	0.796	
	X6	accurately	0.776	
	X7	6. I am fed up and bored with the task of administering	0.746	
	X8	medication routinely	0.748	

	X9	7. I am required to provide quality service	0.744	
	X10	8. I am required to care for patients in any condition	0.738	
		9. Too many patients come		
		10. Employees feel that nursing staff is very minimal		
Work Stress	Y1	1. The work carried out does not match your abilities	0.797	0.633
	Y2	2. The structure in the organization is rigid	0.840	
	Y3	3. Employees are not given opportunities for promotion by the organization	0.768	
	Y4	4. Bring family problems into work	0.756	
	Y5	5. Employees feel that working hours are not in accordance with the regulations	0.812	
Leadership Moderation		Transformational Leadership Style		0.692
	Z1	1. Leaders provide motivation	0.779	
	Z2	2. Leaders provide clear directions	0.746	
	Z3	3. My leader praises employees who perform well	0.774	
	Z4	4. Leaders have good relationships with employees.	0.789	
	Z5	5. Leaders give subordinates freedom to express their opinions.	0.837	
	Z6	6. Leaders give awards	0.875	
		Transactional Leadership Style		
	Z7	1. Leaders provide work guidelines in carrying out work	0.887	
	Z8	2. Leadership provides bonuses for exemplary employees	0.844	
	Z9	3. Leaders directly monitor performance	0.841	
	Z10	4. The leadership corrected the mistakes I made.	0.906	
		Laissez-Faire Leadership Style		
	Z11	1. Leaders always delegate complete authority to officers.	0.796	
	Z12	2. Leaders often monitor officer behavior	0.851	
	Z13	3. Leaders often provide direction to officers	0.854	
	Z14	4. Leaders prioritize personal interests over common interests	0.860	

A construct will be if a statement has a filler factor value, then the statement is considered valid. > 0.7 and AVE > 0.5. Table 1 shows that the largest According to Table 1, the loading factor value is 0.906, with the lowest value being 0.738. The AVE values are 0.692 and 0.597. Data processing results show that all constructs in the research are valid. Data can be processed at the next stage. Figure 2 shows the outer model of the research

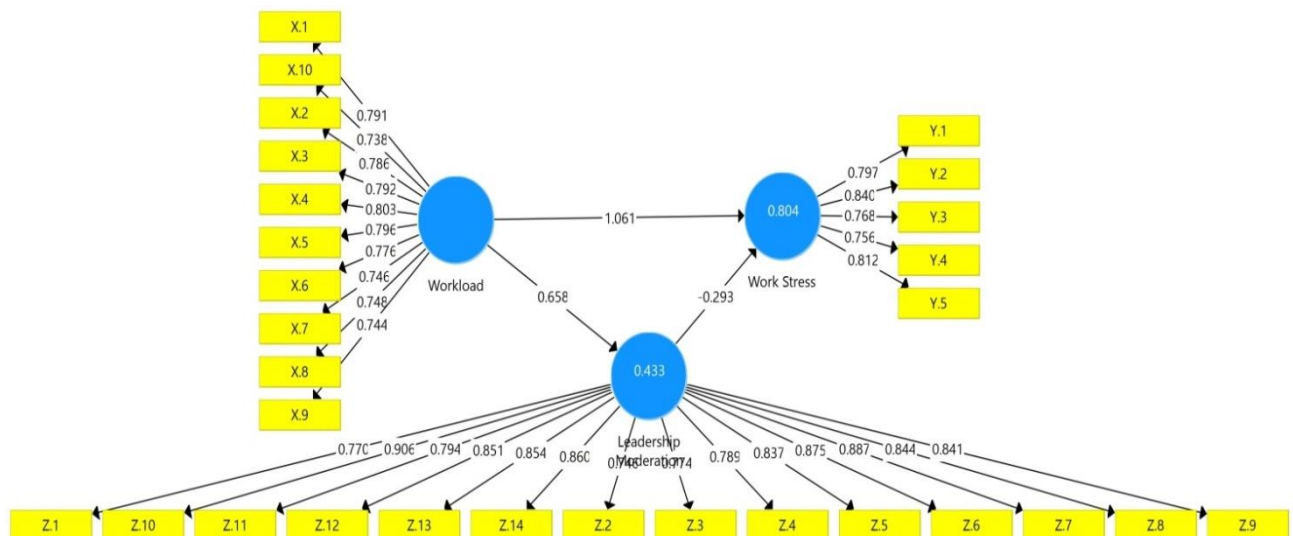


Fig. 2 : Outer Loading Model  
(Source: Data Processing, 2023)

## Reliability

Reliability shows the reliability of a construct. Reliability can be seen from the consistency of the answers given by respondents in answering the questions given by the researcher. Reliability is determined by testing via A construct is considered reliable if it shows high with Reliablness of the study is shown in Table 2. values.

Tabel 2. Cronbach's Alpha and Composite Reliability

Information	Cronbach's Alpha	Composite Reliability
Workload (X)	0.925	0.937
Work Stress (Y)	0.854	0.896
Leadership Moderation (Z)	0.966	0.969

Source: Data Processing, 2023

The research constructs workload, work stress, and leadership moderation have The sample's The data was confirmed to be reliable and acceptable for further processing based on Composite reliability value is 0.937, and Cronbach's alpha value is 0.925. were used to evaluate the study's reliability.

## Structural Model (Inner Model)

The internal model is the subject of this study is used to look at changes in exogenous and endogenous variability. R-square and significance values indicate strength, moderateness, or weakness, with values greater than 0.75 indicating a strong model (Ghozali & Latan, 2015) .

## R-Square

R-square the focus of the research is how endogenous and exogenous latent variables affect each other, as well as whether there is a relationship between endogenous and exogenous latent variables. significant influence or not.

Table 3. R- Squares (R<sup>2</sup>)

	R Square	R Square Adjusted
Leadership Moderation	0.433	0.429
Work Stress	0.804	0.801

Source: Data Processing, 2023

The significant influence of simultaneous workload on Leadership Moderation is 0.433 or 43.3%. The changes provided can be categorized as a moderate model. Table 3 also displays the influence on work stress of 0.803 or 80.3%, According to research, workload has a significant impact of 80.3% on job stress, according to a model that is considered strong.

## Hypothesis test

### Direct Effect

Hypothesis testing is useful for testing the hypothesis established at the beginning of the research, whether there is a significant influence or not from endogenous variables and exogenous variables. Researchers can see the direct This study looks at how endogenous variability affects exogenous variability, without considering moderating variability using direct effects. Table 4 displays the direct effect result.

Table 4. Results of the Pathway Analysis of the Direct Influence Test

Information	T Statistics	P Values	Information
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Leadership Moderation → Work Stress	5.107	0.000	Accepted
Workload → Leadership Moderation	13.607	0.000	Accepted
Workload → Work Stress	27.913	0.000	Accepted

Source: *Data Processing*, 2023.

Analysis via SEM-PLS listed in Table 4 shows that leadership moderation on work stress. The results show that leadership moderation affects this study shows a significant and direct relationship between leader moderation and job stress, A t-statistic value higher than 1,978 and a p-value lower than 1,978 were used to analyse the data.

### Indirect Effect

Table 5. Results of the Pathway Analysis of the Direct Influence Test

	T Statistics	P Values	Information
Workload → Leadership Moderation → Work Stress	4.151	0.000	Accepted

Source: *Data Processing*, 2023

The study shows that leadership moderation significantly mediates workload. The research study shows that job stress has a significant impact on worker performance, with a t-statistic value of 4.151 and a p-value of 0.000 above prediction.

## 4.2. Discussion

### H1: The Moderating Effect of Leadership on Work Stress

Making decisions and exercising power are important aspects of leadership in human existence. Stress can have stress worsens employee performance requires a constant pattern of problem solving. This can cause a lack of focus and a lack of encouragement, which can lead to substandard work results and strange errors (Rafique, 2022). The study showed a significant and positive relationship between workplace stress levels and leader quality, with a p-value below 0.05 T-count of 5,107, indicating that workplace stress has a positive impact on leader level (Musa, 2023).

The level of work stress within a company is greatly influenced by leadership. Competent leaders establish a positive work atmosphere that encourages honest communication and clear guidance on goals and standards. To avoid work overload, leaders also oversee workload management, ensuring that tasks are assigned fairly and judiciously. Reduced stress is also a result of effective resource allocation and a balance between team capabilities and job demands. Tension stemming from too much work pressure can be reduced by leaders who can balance between personal abilities and workplace needs (Kusumadewi, 2023).

Work stress in hospitals can be significantly reduced with strong leadership. When employees are excluded from the decision-making process, authoritarian leadership styles can result in a stressful work environment and higher stress levels (Pratiwi, 2023). Transformational leadership creates a healthy work environment and empowers proactive leaders to make an impact on the company (Jannah, 2019). Encouragement and comfort are increased in workers by leaders who care about their well-being and maintain open lines of contact. By doing this, feelings of confusion and isolation that often lead to workplace stress are reduced. To further ease the workload and associated stress, helpful leaders offer additional assistance or resources.

### H2: The influence of workload on leadership

The total amount of work to be completed in a given time is called workload, and too much work can cause stress and anxiety tension, draining workers' sense of gratitude. It is important to rearrange the distribution of workload according to capabilities. Workload can also be influenced by the leader's

style, especially transformational leadership, because strict or authoritarian leadership can place more burden on nurses (Sarwadhama, 2020). The study supports the hypothesis that leadership and workload have a significant and positive influence, which is consistent with a study by Syukur (2023) the study T-sum is 13.607 there is a p-value of below 0.05.

Leadership effectiveness in supervising teams and organizations is greatly affected by heavy workloads. When this happens, employees may feel confused and doubtful because leaders who cannot control the workload cannot concentrate on long-term plans or provide clear direction (Sopali, 2022). Overwork can cause fatigue in leaders, which impairs their ability to make decisions and resolve conflicts. Due to the physical and mental exhaustion that can result from burnout, this can have a detrimental effect on leaders' relationships with their staff as well as the overall company culture.

### H3: The influence of workload on work stress

Studies show that study results showed that, with a significant T-value, workload had a significant positive impact on job stress. of 27.913, which indicates that more nurse work means more job stress. This supports H3 (Jappinen, 2022). This research is in line with research conducted by Adelia (2023) that excessive workload can increase work stress, this is also supported by research conducted by Morika (2020) Stress in the workplace can be caused by heavy workloads when workers feel burdened by the amount of work they have to complete in a short time. Employees can experience higher levels of stress as a result of the difficulty of harmonizing work and personal obligations. Excessive workload can cause workers to become dissatisfied with their jobs and lose enthusiasm, which makes it more difficult for them to meet deadlines and achieve goals in a constantly stressful work environment. Employees' emotional and physical health and organizational performance are greatly affected by workload. Therefore, to reduce work stress and improve employee well-being, companies need to manage their workload effectively. (Haryanti, 2013). People experience stress when they are subjected to excessive emotional demands or temporal demands, which interfere with their capacity to perform social and personal tasks. Stress, fatigue, anxiety and worry are some of the symptoms that may result from this.

### H4: The effect of workload on work stress is moderated by leadership

The study showed a significant and positive relationship between workload and job stress, with a p-value below 0.05, and the Tcount is greater than the Ttable, with a Tcount of 4.151. This indicates that H4 is accepted influenced by leaders. Ineffective leadership in hospitals can result in work distribution that does not meet employee expectations, which can disrupt and hinder the achievement of goals. Problems with the work environment and workload can make the situation worse (Puspitasari, 2021).

The influence of workload on job stress can be reduced in the workplace with effective leadership. When managers are attentive to the needs of their staff, they can help them cope with growing responsibilities by organizing things better, providing extra support, or both. This makes staff members feel more supported and less stressed. When it comes to allocating tasks across departments or team members, leadership is crucial. Fair and kind bosses avoid piling on the workload, which lowers stress levels. They build a well-rounded workplace. Workplace stress can also be reduced by a supportive, team-oriented leadership style that encourages cooperation and honest communication. Leadership has the potential to reduce stress resulting from work overload by fostering an inclusive and cohesive work environment



## 5. Conclusion

This study aimed to investigate the moderating role of leadership in the relationship between workload and job stress in a public hospital. The results showed important findings that contribute both theoretically and practically. Specifically, the main finding of this study is that workload significantly affects the level of job stress among hospital employees. Furthermore, the results also show that leadership moderates the relationship between workload and job stress, confirming that the role of leaders has an important impact in managing the impact of workload on employee stress. The theoretical contribution of this study is the development of a better understanding of how organizational factors, such as leadership, can influence work stress levels in the hospital context. The findings may enrich the academic literature on human resource management and occupational psychology. Practically, the results of this study provide valuable insights for hospital management in designing more effective management policies and strategies to reduce employee work stress. Strong and effective leadership can help in better managing workload, creating a healthier work environment, and improving employee well-being. Thus, a strong take-home message from this study is the important role leadership plays in managing work stress in hospitals and the importance of investing in effective leadership development. This will not only improve employee well-being, but will also have a positive impact on the quality of service provided by the hospital to patients.

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